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U.S. National Resources
Planning Board
Post-war agenda

[Washington]

1942

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NATIONAL RESOURCES PLANNING BOARD

NOV 20 1942

POST-WAR AGENDA

FULL EMPLOYMENT

SECURITY

BUILDING AMERICA

308

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Box 625

November 1942

NATIONAL RESOURCES PLANNING BOARD

MEMBERS

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Advisors	HENRY S. DENNISON
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Director	CHARLES W. ELIOT

The greatest task before the American people is to win the war. To this end our utmost energy and our best thought are dedicated. Yet to sustain us in this task it is important that we begin to shape a picture of the kind of world in which we hope to live after victory, to spur us on and to redeem this prodigious effort. It will call for understanding, good will and cooperation to outline this picture and to work toward its realization. Some of the problems can be studied in the Nation's Capital; but our post-war ideals can be realized only if citizens throughout the country contribute their thought.

The President has asked the National Resources Planning Board to bring together post-war plans from all sources for his consideration. In reports transmitted to the Congress and the President, the Board has set forth certain objectives of post-war planning. The Board believes that it will be helpful to put these objectives before the American people in a series of short statements. The realization of these objectives will require the support of public opinion everywhere and action by State and local authorities as well as the Federal Government; it seems appropriate, accordingly, to put forth guiding ideas even before details of plans or programs are worked out.

To this end pamphlets and reports have been issued:

After Defense—What?	August 1941.
National Resources Development	January 1942.
After the War—Full Employment	January 1942.
Building America—Better Cities	May 1942.
Building America—The Role of the Housebuilding Industry	July 1942.
Post-War Planning	September 1942.

This pamphlet or chart presents A Post-War Agenda or framework for development of plans and programs.

MESSAGES

OF THE
PRESIDENT

OF THE
UNITED STATES

"PLANS AND PROGRAMS TO WIN THE WAR AND TO WIN THE PEACE must grow out of our common national purpose and with democratic participation in planning by all of us. Through efforts to state our objectives and public discussion of their merits, we play our parts as free citizens. . . . The National Resources Planning Board, as the planning arm of my Executive Office, is charged with the preparation of long range plans for the development of our national resources and stabilization of employment. At my direction, it is correlating plans and programs under consideration in many Federal, State, and private organizations for post-war FULL EMPLOYMENT, SECURITY, AND BUILDING AMERICA."

(Message to Congress, January 14, 1942.)

"We need to know our own resources, to understand how to use them, and to plan their full use for the benefit of all the people. Planning is needed by individuals, communities, States, regions, and by the Nation and the United Nations to win this war and to win the peace that follows. All of the free peoples must

PLAN, WORK, AND FIGHT TOGETHER

for the maintenance and development of

OUR FREEDOMS AND RIGHTS"

(Message to National Conference on Planning, May 1942.)

Franklin D. Roosevelt

MAY 17 1943 PCR 14cc

OUR FREEDOMS AND RIGHTS



WE LOOK FORWARD TO SECURING, through planning and cooperative action, a greater freedom for the American people. Great changes have come in our century with the industrial revolution, the rapid settlement of the continent, the development of technology, the acceleration of transportation and communication, the growth of modern capitalism, and the rise of the national state with its economic programs. Too few corresponding adjustments have been made in our provisions for human freedom. In spite of all these changes, that great manifesto, the Bill of Rights, has stood unshaken a hundred and fifty years. And now to the old freedoms we must add new freedoms and restate our objectives in modern terms. These are the universals of human life:

FREEDOM OF SPEECH AND EXPRESSION, FREEDOM TO WORSHIP, FREEDOM FROM WANT AND FREEDOM FROM FEAR

Any new declaration of personal rights, any translation of freedom into modern terms applicable to the people of the United States here and now must include:

1. THE RIGHT to work, usefully and creatively through the productive years;
2. THE RIGHT to fair pay, adequate to command the necessities and amenities of life in exchange for work, ideas, thrift, and other socially valuable service;
3. THE RIGHT to adequate food, clothing, shelter, and medical care;
4. THE RIGHT to security, with freedom from fear of old age, want, dependency, sickness, unemployment, and accident;
5. THE RIGHT to live in a system of free enterprise, free from compulsory labor, irresponsible private power, arbitrary public authority, and unregulated monopolies;
6. THE RIGHT to come and go, to speak or to be silent, free from the spyings of secret political police;
7. THE RIGHT to equality before the law, with equal access to justice in fact;
8. THE RIGHT to education, for work, for citizenship, and for personal growth and happiness; and
9. THE RIGHT to rest, recreation, and adventure; the opportunity to enjoy life and take part in an advancing civilization.

These rights and opportunities we in the United States want for ourselves and for our children now and when this war is over. They go beyond the political forms and freedoms for which our ancestors fought and which they handed on to us, because we live in a new world in which the central problems arise from new pressures of power, production, and population, which our forefathers did not face.

Their problem was freedom and the production of wealth, the building of this continent with its farms, industries, transportation, and power; ours is freedom and the distribution of abundance, so that there may be no unemployment while there are adequate resources and men ready to work and in need of food, clothing, and shelter. It is to meet this new turn of events, that the new declaration of rights is demanded. But in formulating these new rights, we are not blind to the obligations which go with every right, obligations of the individual to use well his rights and to insist on the same rights for others, and obligations of the community to support and protect the institutions which make these rights actual. We believe that the American people are ready to assume these obligations and to take the private and the public action they impose.

(From "National Resources Development," report of the National Resources Planning Board transmitted to the Congress by the President on January 14, 1942.)

PROGRAMS AND PROGRESS

Since November 1940 the National Resources Planning Board has been working at the task of bringing together and correlating plans and programs for the post-war period. Pamphlets and reports have been issued concerning the progress of both its planning efforts and those with whom it has collaborated. The objectives of these planning efforts have been outlined in the Board's statements, emphasizing Full Employment, Security, and Building America.

FULL EMPLOYMENT: We are now mobilizing all our resources to win the war. We shall need the full use of our resources, natural and human, to win the peace. Our people do not intend to let an economic depression, unemployment, and "scarcity in the midst of plenty" ever again threaten our growing standard of living or our economic security. If we can have full employment for war, we can also have it for peace—and, knowing that fact, our people will demand it. We *can* maintain a high national income, and we propose to do so.

A PLANNING AGENDA

These general statements must be made specific in terms of each area and function of planning responsibility. In order to provide a general framework into which plans of public and private agencies can be fitted, a very tentative outline for purposes of discussion has been prepared and is shown on the inside of this folder. Suggestions for its continued revision and improvement will be welcomed. As a whole, this agenda gives some idea *now* of the questions to which we must seek answers when they shall be needed. The task is large; it is not impossible. It demands effort, real effort, and our very best intelligence.

Already many agencies, governmental and private, are at work preparing various elements of a post-war plan. Governors are using State planning agencies for this work or have set up special bodies for planning activities. A number of mayors have taken similar action. Private bodies like chambers of commerce and other civic organizations have active groups at work. Some of our largest corporations have a few men working on products to be made when once again civilian goods shall be the goal of our productive efforts. Within the Federal Government the major agencies have planning arms whose long-range studies envisage work to be done after the war.

It is hoped that all agencies and groups working on post-war plans will keep the Board informed of the parts of this agenda in which they are primarily concerned, and on the planning they are doing in those fields. The Board will

We are not content merely to *defend* our economy against a post-war depression and unemployment. We are going to make advances in our standard of living and toward our new Bill of Rights. We have found that if we want something hard enough, we can have it if we exercise the will, the wit, and the energy which are American characteristics.

SECURITY: The President's statement of the "Four Freedoms" combines liberty of speech and religion with freedom *from* want and freedom *from* fear. In making our plans for the post-war world, we must find ways to tie together liberty and security, to provide the greatest possible opportunity for freedom of the individual, freedom of private enterprise, and at the same time, personal security against fear and want.

BUILDING AMERICA: As the President said just after Pearl Harbor, "We Americans . . . are builders." We know we can make our land more efficient, more livable, more beautiful

endeavor to keep current records of the work going forward under each heading and provide information to agencies working on related parts of the agenda.

The Board will not attempt to make plans for other agencies within their field of independent responsibility. Rather, it will seek to stimulate other agencies to prepare plans. The Board is instructed to gather these programs on behalf of the President. The Board needs and requests help and cooperation of official and unofficial agencies and bodies in assembling the plans for dealing with the needs of the post-defense period.

In the discharge of its responsibility the Board will serve as a clearing house to gather ideas and plans, to stimulate appropriate independent action by other public and private agencies, to bring together individuals who are interested in harmonizing their views, and to furnish the President and the Congress with information on these matters.

The elected representatives of the people will, of course, make the decisions on policies and methods for meeting the problems of the post-defense period. The Congress has already provided appropriations for the inauguration of needed studies and for the preparation of post-defense plans by various agencies in the executive branch. As these plans are matured for public discussion and appraisal the Congress will determine the ways in which they shall be put into action.

POST-WAR AG NATIONAL RESOURCES PL

¶The Agenda outlines the problems this country faces in the search for practical paths toward realizing the new world.

¶The questions raised here, by no means all-inclusive, are to be answered wisely and in a spirit consistent with the world of the future.

AGENDA	OBJECTIVES	PROBLEMS
1. PLANS FOR DEMOBILIZATION:		
A. RELEASE OF MEN FROM THE ARMED FORCES.	THE RAPID REABSORPTION OF MEN FROM THE ARMED FORCES INTO PEACETIME ACTIVITIES WITH A MINIMUM OF DISLOCATION AND SUFFERING.	<ol style="list-style-type: none"> 1. Over what period of time should men be released from the armed forces? 2. In what order of skill, previous occupation, age, length of service, responsibility for dependents, shall release be determined? 3. Shall men be returned to place of enrollment or encouraged to locate with reference to employment opportunities? 4. What should be size and duration of dismissal pay, if any? 5. How will they be absorbed by peacetime employment? 6. What arrangements for new training and placement are desirable?
B. RELEASE OF MEN FROM WAR EMPLOYMENT.	THE TRANSFER FROM WARTIME PRODUCTION TO PEACETIME PRODUCTION WITH A MINIMUM OF UNEMPLOYMENT AND WASTE.	<ol style="list-style-type: none"> 1. How rapidly should war contracts be canceled or terminated? 2. How can war workers be absorbed into peacetime employment? 3. What provisions should be made for retraining and placement of workers? 4. What provisions should be made for income for released workers pending reemployment?
C. USE OF WAR-PLANT AND WAR-DEVELOPMENT AREAS.	THE MOST EFFECTIVE INTEGRATION OF WAR AND PRE-WAR PLANT FACILITIES FOR MEETING PEACETIME NEEDS.	<ol style="list-style-type: none"> 1. Which war plants should be used to meet peacetime production needs? 2. What Federal assistance, if any, should be given to war-plant conversion? 3. To what extent can the war-developed towns continue to use and serve their wartime populations? How shall necessary population shifts be guided?
D. THE RELAXATION OF WARTIME ECONOMIC CONTROLS.	THE PREVENTION OF ANY UNUSUAL FLUCTUATIONS OR DISTORTIONS IN PRICES AND PRODUCTION DURING THE PERIOD OF TRANSITION TO PEACETIME PRODUCTION.	<ol style="list-style-type: none"> 1. How long should price controls be retained after cessation of hostilities? 2. How long should allocation of raw materials be retained, and what materials? 3. Which peacetime production should receive immediate priority? 4. What other defense controls should be retained and how long?
E. THE USE OF SURPLUS PROPERTY.	THE JUDICIOUS UTILIZATION OF ALL AVAILABLE STOCKS OF GOODS FOR RAISING PEACETIME LIVING STANDARDS.	<ol style="list-style-type: none"> 1. What proportion of wartime material is adaptable to peacetime use? 2. How should such material be disposed of to the best advantage of the American people?
2. PLANS WITH PRIVATE ENTERPRISE:		
A. ENCOURAGEMENT OF PRIVATE INITIATIVE.	MAXIMUM PRODUCTION OF GOODS AND SERVICES BY PRIVATE ENTERPRISE IN THE POST-WAR PERIOD.	<ol style="list-style-type: none"> 1. What will be the goals of industrial production after the war? 2. What adjustments will be necessary in types of production to meet consumers' demand? Shifts from the emphasis on "heavy" producers' goods to both durable and non-durable consumers' goods? 3. What importance will development of new products have in post-war industrial activity? 4. What will be the capital requirements for private enterprise? Over what period of time can and will additions to private capital be programmed? 5. What modifications of business price, wage, and profit policies will contribute to maximum production and employment? 6. What will be the possible and desirable expansion in private service activities?
B. GOVERNMENT AIDS AND CONTROLS.	PROVISION OF AN ECONOMIC CLIMATE IN WHICH PRIVATE ENTERPRISE, PARTICULARLY INDUSTRY AND AGRICULTURE, MAY OPERATE FREE FROM MONOPOLISTIC PRACTICES.	<ol style="list-style-type: none"> 1. Can Government define the main elements of a program of stimulation and control of private business, in long-range terms, so as to assure business of a dependable situation in which to operate? 2. What revisions of the Government program in the field of tax policy, patent law, anti-trust laws, labor laws, and agricultural aids would encourage private enterprise? 3. What type of direct assistance such as mortgage guarantees or loans for construction

WAR AGENDA

RESOURCES PLANNING BOARD

the problems this country is facing now in the forward realizing the new world for which we fight. We, by no means all-inclusive, will demand the attention and every public and private agency if they can and in a spirit consistent with the democratic

AGENDA

(3) RECREATION.

(4) LIBRARY.

(5) CULTURAL ACTIVITIES.

(6) RESEARCH.

4. PLANS FOR SOCIAL SECURITY:

A. LOSS OF NORMAL SOURCES OF INCOME:

UNEMPLOYMENT.

OLD AGE.

SICKNESS AND ACCIDENTS (DIRECT WAGE LOSS AND COSTS OF MEDICAL CARE).
LOSS OF BREADWINNER.

LOSS OR DEPRECIATION OF PROPERTY.

WAR DISLOCATION AND ENEMY ACTION.

B. IMPROVEMENT OF LOW LEVELS OF INCOME FROM GAINFUL EMPLOYMENT:

INDUSTRIAL, COMMERCIAL AND DOMESTIC EMPLOYMENT.

AGRICULTURAL EMPLOYMENT.

5. POPULATION AND MANPOWER:

A. INTERNAL POPULATION TRENDS.

B. LABOR FORCE.

C. MIGRATION PROBLEMS.

OBJECTIVES

APPROPRIATE RECREATIONAL FACILITIES AND SERVICE FOR ALL.

LIBRARY FACILITIES FOR ALL AS DESIRED.

APPROPRIATE OPPORTUNITIES FOR ALL TO CONTRIBUTE TO OR ENJOY THE NATION'S CULTURAL RESOURCES.

THE CONTINUOUS ENLARGEMENT OF MAN'S KNOWLEDGE OF PHYSICAL AND SOCIAL PHENOMENA.

ASSURANCE OF MINIMUM SECURITY FOR ALL OUR PEOPLE WHEREVER THEY RESIDE, AND MAINTENANCE OF THE SOCIAL STABILITY AND VALUES THREATENED WHEN PEOPLE LACK JOBS OR INCOME.

PARTICIPATION BY ALL FAMILIES IN THE RISING STANDARD OF LIVING MADE POSSIBLE BY OUR INCREASED PRODUCTIVITY.

MAXIMUM PRODUCTIVE UTILIZATION OF THE NATION'S MANPOWER RESOURCES.

PROBLEMS

1. What improvements are needed to provide adequate recreation service?

1. What improvements are needed to provide adequate library service?

1. How should the Nation more actively foster music, painting, writing, and dramatic activity?

1. What steps are needed to improve research into the physical and social aspects of our national life?

1. What improvements and extensions are necessary in existing programs to assure minimum protection against the major risks of life?

2. How far should needs be met by assurance of cash incomes and public work? How far through extensions of publicly provided services?

3. What provisions should be made to insure adequate guidance to families in meeting various social and economic problems?

4. How can employment programs, training, and geographical transference be integrated with available security measures?

5. Should compensation for war dislocations (priorities unemployment and demobilization) be coordinated with other social security programs? If so, how?

6. Should compensation for losses due to enemy action (including veterans' pensions) be coordinated with other social security programs? If so, how?

1. What contribution could be made by minimum wage legislation?

2. Would a system of family allowances be desirable?

3. What are the potentialities of an expansion of the stamp plan?

4. How far can low incomes from private employment be compensated by expansions of the social services or subsidized production such as housing?

5. Are more drastic and fundamental measures necessary, e. g., removal and rehabilitation of people, revitalization of areas of low productivity?

1. What will be the trends of population of the United States over the next thirty years?

1. What will be the skills of the population at the end of the war?

2. How should the population's gainful workers be divided among industrial, service, and agricultural occupations?

3. What kinds of vocational training will be required to provide for effective utilization of our available labor force?

4. What services should be provided to insure the proper guidance of individuals to job opportunities?

1. What will be the effect of war migration on our national population pattern?

2. Taking account of probable new employment opportunities, what will be the most desirable distribution of the labor forces?

C. THE LOCATION OF PRODUCTION.

THE GEOGRAPHICAL DISTRIBUTION OF INDUSTRY WHICH WILL ENSURE THE MOST EFFECTIVE USE OF HUMAN AND MATERIAL RESOURCES.

3. GENERAL PLANS FOR PUBLIC ACTIVITY:

A. IMPROVEMENTS IN PHYSICAL FACILITIES:

(1) URBAN DEVELOPMENT.

THE ARRANGEMENT OF URBAN FACILITIES AND THE PROVISION OF ADEQUATE HOUSING TO PROVIDE THE MAXIMUM SATISFACTION IN URBAN LIVING.

(2) RURAL PUBLIC WORKS.

THE PROVISION OF MAXIMUM SATISFACTION IN RURAL LIVING.

(3) CONSERVATION OF NATURAL RESOURCES.

THE APPROPRIATE UTILIZATION OF NATURAL RESOURCES ACCORDING TO PRODUCTIVE NEEDS.

(4) DEVELOPMENT OF ENERGY RESOURCES.

THE SATISFACTION OF PRODUCTIVE REQUIREMENTS FOR ENERGY RESOURCES.

(5) DEVELOPMENT OF RIVER BASINS.

THE UTILIZATION OF WATER RESOURCES TO MEET MULTIPLE NEEDS AND THE CONTROL OF POLLUTION AND WATER DAMAGE.

(6) DEVELOPMENT OF TRANSPORTATION.

THE MODERNIZATION AND INTEGRATION OF TRANSPORTATION FACILITIES SO AS TO PROVIDE EFFICIENT AND ECONOMICAL SERVICE.

B. DEVELOPMENT OF SERVICE ACTIVITIES:

(1) HEALTH, NUTRITION, AND MEDICAL CARE.

GOOD HEALTH, PROPER DIET, AND ADEQUATE MEDICAL CARE FOR ALL.

(2) EDUCATION, INCLUDING YOUTH ACTIVITIES.

PROVISION OF TRAINING FOR ALL, YOUNG AND OLD, TO EQUIP THEM TO TAKE THEIR PART IN THE WORLD OF WORK, OF CULTURAL ENJOYMENT AND ACHIEVEMENT, OF FAMILY LIFE, AND OF CITIZENSHIP IN A DEMOCRACY.

are desirable?

4. Will business as well as agriculture need some type of normal market guarantee by insurance or by Government action?

1. In what respect is the locational pattern of production at the close of the war likely to be unsatisfactory?

2. Where should new plants be encouraged to locate after the war?

3. By what means should the Government seek to improve the locational pattern of production?

1. What Federal assistance should be offered to local planning?

2. What Federal assistance should be given to the redevelopment of urban facilities such as streets, terminals, schools, recreational facilities, and public buildings?

3. How can industrial sections of metropolitan areas be arranged to economic and social advantage?

4. How can low-income families be adequately housed?

5. How can large areas of urban land be assembled for systematic redevelopment? How can use of other urban land best be controlled?

1. What are the rural needs for improved roads and improved educational, health, and recreational facilities?

2. What improvements are needed in rural farm buildings?

3. How can electric power be made available in rural areas?

1. What are prospective demands upon our soil, timber, and other natural resources?

2. How can these long-range demands be met without exhaustion?

3. What are crop and pasture acreage requirements to provide food for adequate dietary standards? Food for export?

4. What public controls are needed to regulate land use, both urban and rural?

5. What are prospective productive demands upon our mineral resources? How can our supply be adjusted to meet these demands?

1. What are prospective trends in coal, petroleum, and gas use related to available supply? What regulation is desirable?

2. What are prospective trends in use of electric energy related to supply? What plans are desirable to expand electric output?

3. What are capital requirements for expansion of energy resources?

4. How can electric energy be most satisfactorily distributed?

1. What plans are necessary for the use and control of water for water supplies, flood control, navigation, irrigation, drainage, water power, erosion and debris control, pollution control, recreation, fish and wildlife conservation, and combinations of these or related purposes?

2. What drainage basins are in need of coordinated plans for this development?

1. What changes in transportation media will the war produce?

2. What additions and improvements will be needed in transportation facilities and terminals?

3. How can transportation facilities be integrated among themselves and with other services?

4. What are the prospective developments in foreign trade and the probable needs for merchant shipping and international airline shipping?

5. What developments in regulatory policy and Government planning are necessary?

1. What are the minimum desirable standards for nutrition and for preserving the health of the population?

2. What extensions and improvements in public or private service are required to meet these standards?

3. What additional personnel or material facilities would be called for if these standards were met?

1. How can equality of educational opportunity for all young people be progressively realized? Is there need to extend the use of Federal aid to education?

2. Do adults need more educational opportunities?

3. What specific youth services should we improve and extend? Provision of work experience? Vocational guidance? Health facilities?

4. How can we improve youth training for productive activity in our society?

D. IMMIGRATION PROBLEMS.

E. CONTROL OF WORKING CONDITIONS.

F. PREVENTION AND RECLAIMING OF
WASTAGE OF HUMAN RESOURCES.

6. PLANS FOR FINANCING AND FISCAL
POLICY:

A. OVER-ALL FISCAL POLICY.

THE MAINTENANCE OF A VOLUME OF ECONOMIC ACTIVITY
APPROXIMATING FULL UTILIZATION OF RESOURCES.

B. GOVERNMENT REVENUE.

ADEQUATE GOVERNMENT REVENUE: THE DISTRIBUTION OF
THE TAX BURDEN AMONG CITIZENS BY A PROGRESSIVE
SYSTEM OF TAX-ACTION, GEARED TO BUSINESS CYCLES,
AND WITH CONSIDERATION OF ITS EFFECT ON BUSINESS
ENTERPRISE, AND THE VITALITY OF USEFUL, PRIVATE
FINANCIAL INSTITUTIONS.

C. INTERGOVERNMENTAL FISCAL RELATIONS.

THE DEVELOPMENT OF HARMONIOUS FEDERAL, STATE, AND
LOCAL REVENUE SYSTEMS AND POLICIES; AND THE MAINTENANCE OF THE VITALITY OF THE FEDERAL SYSTEM ITSELF.

7. PLANS FOR REGIONAL, STATE, AND
LOCAL PARTICIPATION.

THE DEVELOPMENT OF REGIONAL RESOURCES IN HARMONY
WITH NATIONAL OBJECTIVES.

8. PLANS FOR EFFECTIVE ADMINISTRATION.

THE ESTABLISHMENT OF ADEQUATE PUBLIC AND PRIVATE
ADMINISTRATIVE INSTITUTIONS.

9. PLANS FOR INTERNATIONAL COLLABORATION.

THE MAINTENANCE OF WORLD PEACE AND PROMOTION OF
HIGHER WORLD STANDARDS OF LIVING.

(a) As between urban and rural areas?

(b) Regionally?

3. What post-war migrations will accordingly be required?

1. Should immigration into the United States be encouraged?

1. What additional improvements in working conditions are needed?

1. What preventive measures can be developed which will reduce handicapping physical impairments?

2. What preventive measures can be developed which will reduce handicapping mental impairments?

3. What developments of services of vocational rehabilitation are needed to enable the handicapped to make their contribution to production?

1. What public and private policies are required to sustain the volume and flow of consumer purchasing?

2. What will be the prospective volume of investment required to maintain full employment?

3. What will be the prospective capital requirements for private enterprise in peacetime production at full-employment levels?

4. What will be the required size of the complementary capital investment by the Government?

1. What policies should determine the proportion of required Government outlay which is met by taxation and by borrowing? In wartime? After the war?

2. What special methods of financing such as noninterest-bearing notes, might be used?

3. What changes in the credit and monetary system are desirable?

4. Should measures be adopted to prevent interest rates from dropping below a minimum level?

5. How can wartime tax policies contribute to the post-war economy? Tax refunds for individuals? For corporations?

6. Are fundamental long-range revisions of the present tax structure desirable?

1. Do national and State-local policies with respect to services, taxes, and borrowing operate harmoniously or do they work at cross purposes?

2. Can we find ways of perfecting a harmony of policies without impairing our system of local self-government?

3. How may the national and the State revenue systems and policies be integrated, particularly as they affect fiscal policy?

4. What changes need to be made in methods and practices of urban financing?

5. What new administrative controls are called for in connection with the development of intergovernmental equalization aids?

1. What are the present regional and area resources of various parts of the United States?

2. What development is needed to maintain maximum employment in each region, State, and community?

3. How will war production areas readjust to peacetime employment?

4. How will proposed national plans affect and how should they be applied to a region? A State? A locality?

1. What wartime administrative institutions can and should be continued or adapted?

2. What new institutions and procedures are required to carry out post-war programs?

3. How and when shall we deal with the administrative problems of personnel, boundaries, planning, budgets, reporting, legislation, etc.?

1. What part will the United States play in the relief of destitution in war-devastated areas?

2. What will be the role of the United States in promoting better world-wide utilization of resources and world advancement in living standards?

3. What influences will the domestic program of the United States have upon world relations?

4. What repercussions upon domestic policy will result from United States tariff, currency, lending, commodity stabilization, and other foreign policies?

5. What institutions of international government are required?

POST-WAR PLANNING PROCEDURE

For the attainment of Full Employment, Full Use of Resources, Continuity of Income, Security, and Building America, the use of similar procedures by agencies and groups in preparing plans and programs will greatly assist collaboration among agencies interested in the same problems. Planning action along lines which are comparable from agency to agency, will also make it possible to fit together the results more easily and more effectively. Of course, all procedures must be adapted to particular needs of special planning activities.

ESTABLISHMENT OF GOALS AND STANDARDS

The first task in preparing both short- and long-range plans is to define clearly the goals that are desired, the ideals we wish to realize.

Can we define them in terms of service standards? For instance, if we are to plan a water supply system, what standards of purity would we require, what pressure and quantity of water for "adequate" fire protection, for domestic uses, etc.? Or, in another field, would we say that a doctor should be in attendance at every childbirth? Can we say that no child should have to travel more than one hour to get to a grammar school? What standard of rural electrification will provide a measurable market for electric fixtures?

Insofar as possible, these goals or standards should be set forth in quantitative terms for a function, service, area, or industry. At the same time, there must be qualitative considerations as well. It will be possible to relate programs to each other only if we have some indication of the magnitudes involved.

The terms in which goals and standards are expressed will, of course, vary widely in different fields of activity and for different areas. Participation of many agencies and groups in the formulation of standards and general public understanding of the aims and goals are, of course, desired.

MEASUREMENT OF EXISTING PERFORMANCE AND GAPS

In each field of planning the effort to establish standards or goals may logically be followed by measurement of the existing performance in order that we may have some knowledge of the difference between what we want and what we now have. In this way we should have some indication of the task to be performed.

PLAN AND DESIGN FOR ACTION

The third step is the making of a plan in terms of physical structures and facilities, administrative organization, legal framework, finance, and above all, in the framework of the higher human values not measurable in dollars and cents. Planning is more than a collection of wants or needs. It is the relating of actions tending in the same direction—the design or synthesis which provides balance and direction in the effort to achieve a group of objectives. What kind of administrative machinery will be required? What kinds of new facilities or training must be provided? What present legal or administrative bottlenecks are likely to interfere with the accomplishment of objectives? What changes need to be made and when?

THE STAGES OF THE PROGRAM

It may well be in many fields that the goals set up will be long-range goals, to be achieved only over a period of years. In such cases the year by year progression toward those goals should be planned in the light of probable available facilities, resources, and manpower. Various assumptions about such available facilities and resources might well be used in order to make plans and programs of varying magnitudes.

INDUCEMENT TO ACTION

When there is some agreement on the plan and program, the means for inducing action by private citizens and groups and by public agencies must be explored. How are we to achieve what we as a people wish to accomplish? What interrelated governmental policies will release new and increased economic activity and enterprise? What expenditure in manpower and resources will be necessary? Will the necessary trained manpower to administer the program be available? What part of the total program of action must be performed directly by government—Federal, State, or local? What stimuli or helpful controls can be provided by these governments for the release of private enterprise?

WHAT IS YOUR PERSONAL RESPONSIBILITY IN ALL THIS?

**END OF
TITLE**